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TÍTULO DA TESE: O Impacto da Evolução do Número de Funcionários nos Resultados Hard e Soft

ABSTRACT

Faced with a public administration with gaps regarding size and functioning, where public spending reaches significant values, the uncontrolled increase in the number of Portuguese public employees is one of the factors contributing to this. In this situation, it became imperative to take steps to reduce the number of employees. The first objective is to analyze the evolution of the number of public employees in recent years. We found that only since 2005 has seen a significant decrease of the employees, this shows that it is a slow process.

The second objective prepared a case study in a local public organization, the Odemira City Hall. The study was based on qualitative data from a series of interviews to the employees. We used the *Grounded Theory* method to create an explanation of the impact that the declining number of employees has on the Hard (performance) and Soft (satisfaction and stress) results. We found that the decrease in employees had only a direct influence on three factors: behavior, feelings of threat in the contracted workers and thus increasing a stress increase in these employees. Overall, we identified that the variables have strongly been influenced by the context of depression we live in.

Key-words: public administration, public employees, reform, performance, satisfaction, stress.